

AGENCY INNOVATION & GROWTH

# Mirren Executive Leadership Summit 2021

NOVEMBER 3 - 4

## Welcome, Let's Dig In

CONFERENCE PARTNERS



reonate



**STRONG**



**ACCELERATED HIRING:**  
GETTING THE RIGHT TALENT - FASTER



# HELLO

fallon / McCANN

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Account Management  
New Business  
Learning & Development  
Chief of Staff

**STRONG**  
TRAINING & COACHING

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Trainer  
Executive Coach  
Team Builder  
Facilitator



# THE GREAT ACCELERATION

100 years of change  
in the next 10 years.

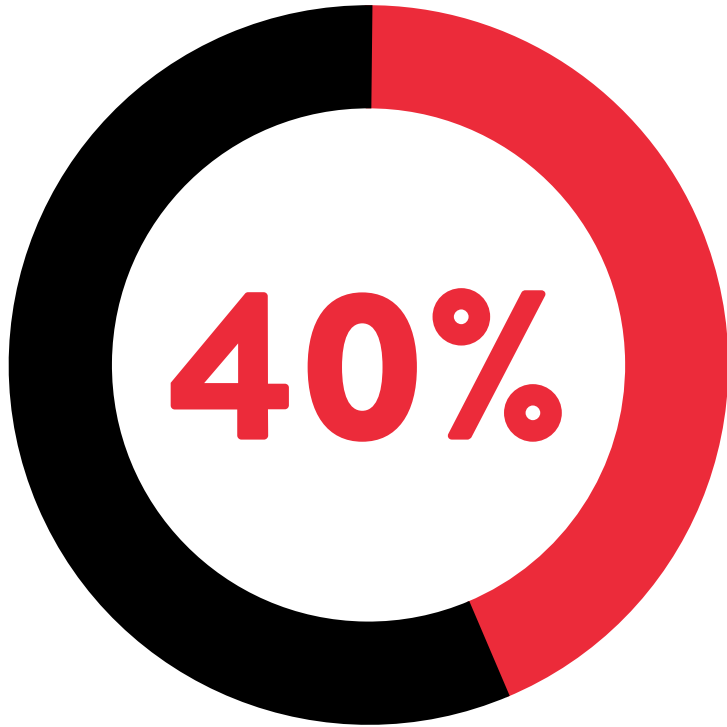
-McKinsey & Co.



The city of LA left the  
workforce in April of this year.

A wide-angle photograph of a city skyline at sunset. The sky is a pale, hazy orange. In the foreground, there are silhouettes of trees and buildings. A large blue diagonal graphic is on the left side of the image.

And then again, in August.



of employees  
are looking to leave  
within the year



And yet, unemployment is lower in 386 of 389 metropolitan counties year over year from June 2020 to June 2021.



Unemployment rate

4.8%

Updated Sep 2021

Total unemployed people

7.7M

Updated Sep 2021

Unemployment insurance claims

2.2M

Updated Oct 23, 2021

Unemployment rate

Total unemployed people

Unemployment insurance claims



Why does it feel  
so dire now?



In good news,

**THE WORKFORCE  
IS ADDING JOBS**

In bad news,

**THERE SIMPLY ARE NOT  
ENOUGH CANDIDATES**



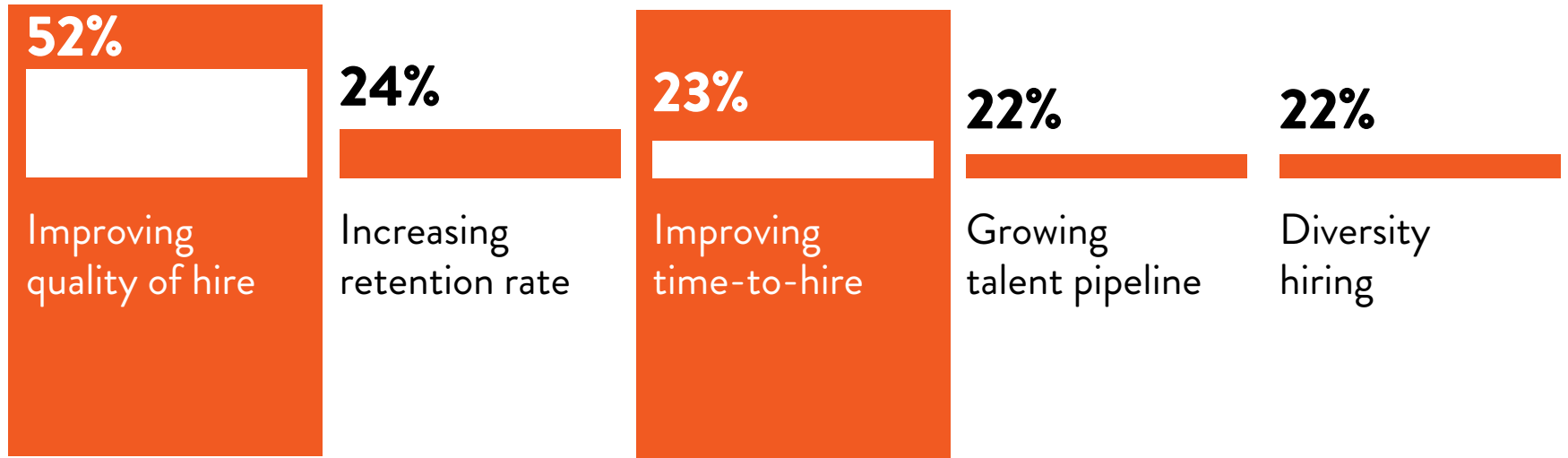
75%

REDUCTION  
IN TA TIME



So hiring is  
fast...but business  
still needs it faster  
& better.

# OF THE TOP 5 RECRUITMENT CHALLENGES OF 2021, QUALITY AND SPEED ARE STILL A RELEVANT CONCERNS



**WHAT DOES THAT  
MEAN FOR YOU?**



When you find the candidate,

**SECURE THE  
CANDIDATE.**

**NOW.**

Three horizontal bars stacked vertically: a light green bar on top, a medium green bar in the middle, and a black bar at the bottom.



# FORMALIZE YOUR PROCESS

Unstructured conversations are the  
lowest predictor of job success

**HOW?**

# THE OLD AGENCY WAY

## Experience



### Partner, Learning and Development

Strong Training & Coaching

May 2017 – Present · 4 yrs 7 mos

I help creatively-focused individuals, groups and organizations do their best work through training and development. I teach a wide variety of topics -- from strategic thinking, manager training, persuasion, to presentation skills.



### Founder

Hello Strategy

May 2017 – Apr 2019 · 2 yrs

Minneapolis, MN

A Swiss-army knife of problem-solving -- I offered strategic leadership, presentation/pitch coaching and development, and agency POV development on a contract or project basis.



### Group SVP, Chief Strategy Officer

ICF Olson

Apr 2015 – May 2017 · 2 yrs 2 mos

Minneapolis, MN

Lead all strategic disciplines across the collective - including brand strategy, connections strategy, analytics and digital strategy. Crafted market-differentiating agency POV and process rooted in empathy. Reframed agency's historical strength in anthropology into modern discipline of Anthrolytics.



Empathy trumps  
everything in a...



### Director of Strategy

mono

Sep 2012 – Apr 2015 · 2 yrs 8 mos

Minneapolis, MN

Translated long-standing agency POV into business-driving strategic approach. Key wins/accounts include PepsiCo/Propel, VF Corp/lucy activewear, The North Face retail, and Target (grocery, pharmacy and cybersecurity.)

# THE NEW AGENCY WAY

Three overlapping circles are arranged in a triangular pattern. The top circle is light blue and contains the text 'Create a Consistent Evaluation Tool'. The bottom-left circle is light orange and contains the text 'Select & Prep the Interview Team'. The bottom-right circle is light green and contains the text 'Make Quicker Decisions'.

Create a  
Consistent  
Evaluation  
Tool

Select &  
Prep the  
Interview  
Team

Make  
Quicker  
Decisions

# THE NEW AGENCY WAY

Create a  
Consistent  
Evaluation  
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Make  
Quicker  
Decisions

“

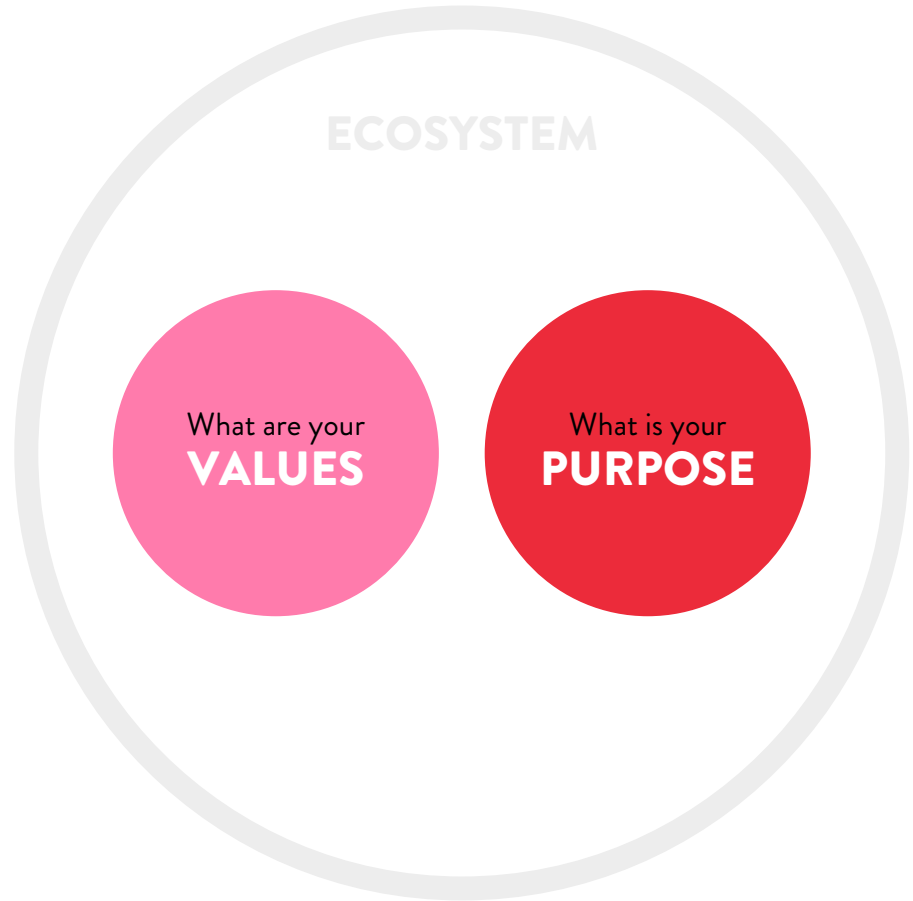
The CEO's style of managing defines the organization's culture, ensuring its hiring practices embody its values. When the CEO's behavior demonstrates company values, it resonates with stakeholders, encouraging them to do the same. This ecosystem that is created, in turn, determines the types of candidates the company will attract.”

**BREE LUTHER**

Inspired Science Coaching

**YOUR ROLE:**  
**BUILD THE**  
**ECOSYSTEM**

that attracts the candidates  
and make it magnetic.







## WHAT'S YOUR ECOSYSTEM?

3 words or phrases  
for each.

We value

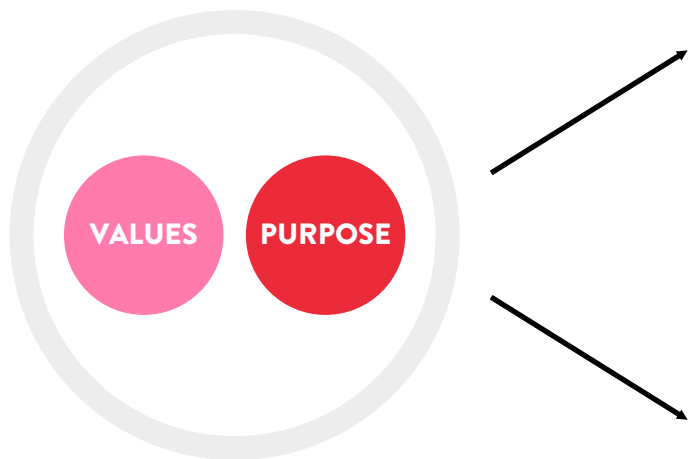
We will behave by

Our purpose is

Motivating?  
Magnetic?  
Modern?

3:00

# YOUR TEAM'S ROLE



## **OUTLINE CULTURAL COMPETENCIES**

(how do people behave with each other and the client – and get measured) based on that ecosystem you just started unpacking

## **DEFINE JOB COMPETENCIES**

(knowledge, skills, behaviors)  
for each role with key measures

“ Ultimately, competencies not only help hire the right people, but also ensure they are well-equipped to do their job and fulfill their career aspirations within your company.”



**CHRIS LENNON**  
CPO, Arcoro

# EXAMPLE OF CULTURAL COMPETENCIES

## OUR STC VALUES

### POSITIVITY

### ENTERPRISING

## VALUES IN ACTION

(aka competencies)

Always highlight progress made

Believe in someone's positive intent

First, seek to understand

Always asking at least three questions

Connecting disparate dots

Willing to be the first one to do it wrong

# EXAMPLE OF JOB ROLE COMPETENCIES

## ROLE STC EXPECTATIONS

### ORGANIZED

### CLIENT-CENTRIC

## EXPECTATIONS IN ACTION

(aka competencies)

Keeps detailed progress trackers

Clearly updates status in ways that work for team, not just self

Follow-up focuses on goals of client

Ensures emotional well-being of clients

# EXAMPLE EVALUATION TOOL

WHAT WE'RE LOOKING FOR	COMPETENCIES	DID WE SEE IT?
<b>POSITIVITY</b>	Always highlighting progress made	Yes
	Assumes positive intent	No
	First, seeks to understand	Yes
<b>ENTERPRISING</b>	Always asks at least three questions	Yes
	Connects disparate dots	Yes
	Willing to be the 1st to be wrong	No
<b>ORGANIZED</b>	Keeps detailed progress trackers	Yes
	Updates status in clearly understandable ways	Yes
<b>CLIENT-CENTRIC</b>	Follow-up focuses on goals of client	Yes
	Ensures emotional well-being of clients	Yes
<b>SCORE</b> (need 8 of 10 to move to next round)		<b>YES</b>

Validating candidates through  
competency-based evaluation process is

**“ANALOGOUS  
TO ARTIFICIAL  
INTELLIGENCE”  
FOR HIRING.**



# THE INTELLIGENT INTERVIEW CYCLE



1. What did we ask?
2. What did we hear?
3. Who did we select?
4. What did we expect?
5. How did they perform?
6. What did we get right?
7. Where did we get it wrong?
8. **How will we optimize for the next interview?**



# THE NEW AGENCY WAY



“

A CEO sets the tone for the organizational culture. If this individual is mission- and purpose-driven, then people who are mission- and purpose-focused will be attracted to the company. If the CEO is all about making money, individuals who want to make money will be attracted. If a CEO comes across as arrogant, then certain types of people will apply.

**The CEO's style makes a difference.**



**SUSAN MADSEN,**

Jon M. Huntsman School of Business

**YOUR ROLE:**  
**ENABLE**  
**THE HIRE**

1. Set the tone
2. Empower decisions
3. Reinforce decisions
4. Be extraordinarily clear in any expectations
5. Demand your teams be inclusive

**YOUR ROLE /  
TEAM'S ROLE:  
SELECT THE RIGHT  
INTERVIEW TEAM**



# OTHER CONSIDERATIONS FOR INTERVIEW TEAM SELECTION

Look across

← **DEPARTMENTS** →  
← **LEVELS** →  
← **EXPERIENCE** →

## EXERCISE

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# YOUR DREAM TEAM



Select a role you have open now or will have open in the next month. Identify your ideal team. Who will you select and why?


Follow a very simple Rule of 3s:

- No more than 3 rounds
- No more than 3 interviewers per round
- The third round should be the smallest (imagine a triangle)

3:00

# TEAM ASSIGNMENTS

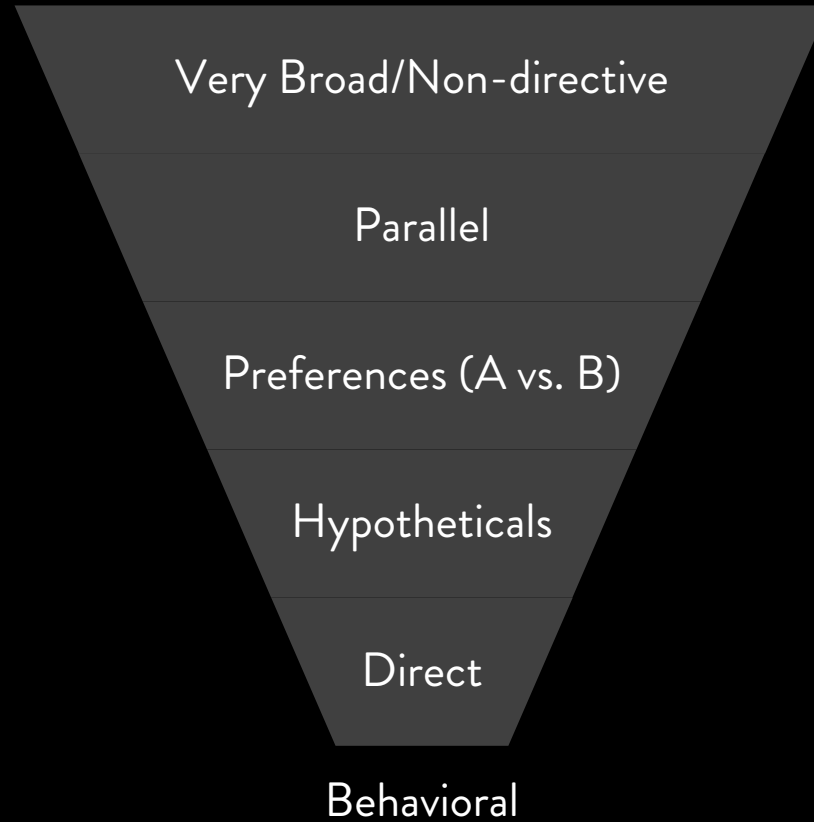
Take those people you selected, and assign each a role.



INTERVIEWER	FOCUS AREA	QUESTIONS TO ASK	EVALUATION GUIDE
Jon	Organized		
Tamarah	Positivity		

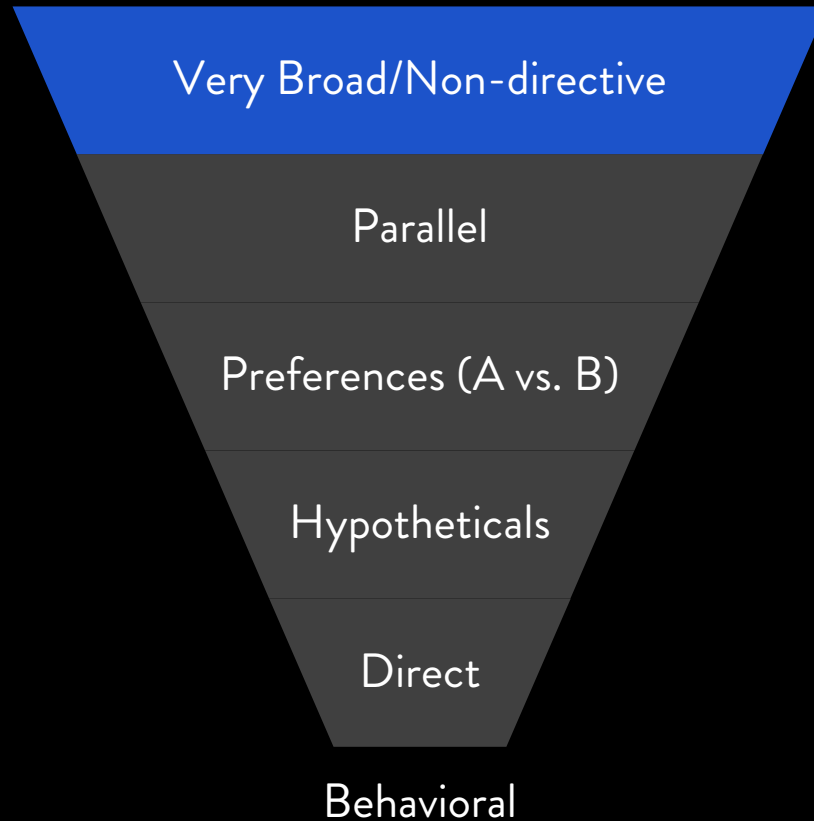


# STRATEGIC QUESTIONS





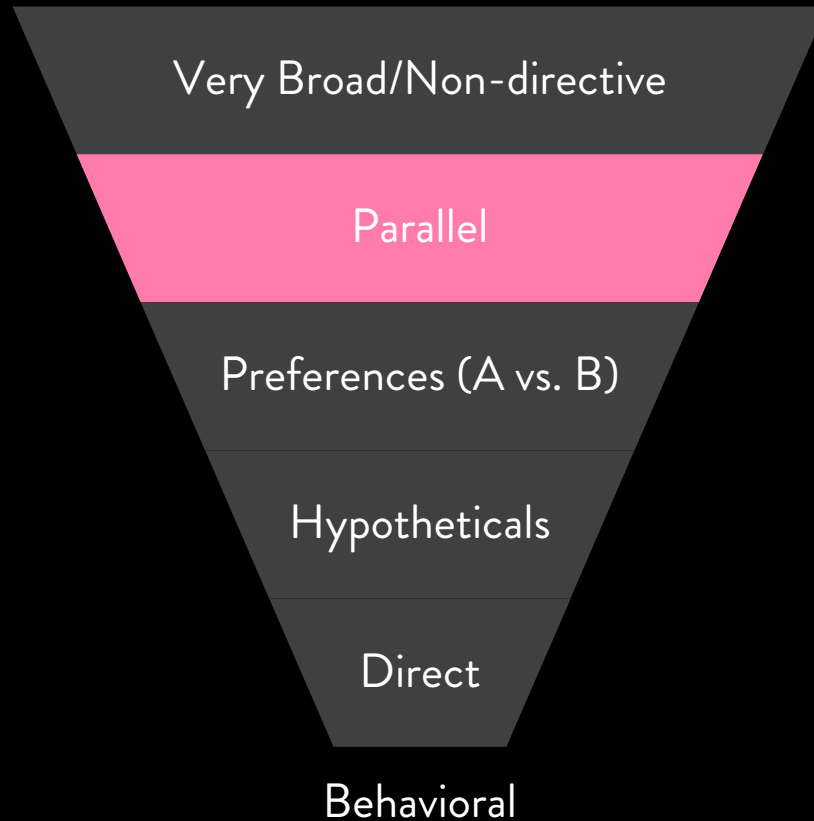
# STRATEGIC QUESTIONS



**No right answers.**

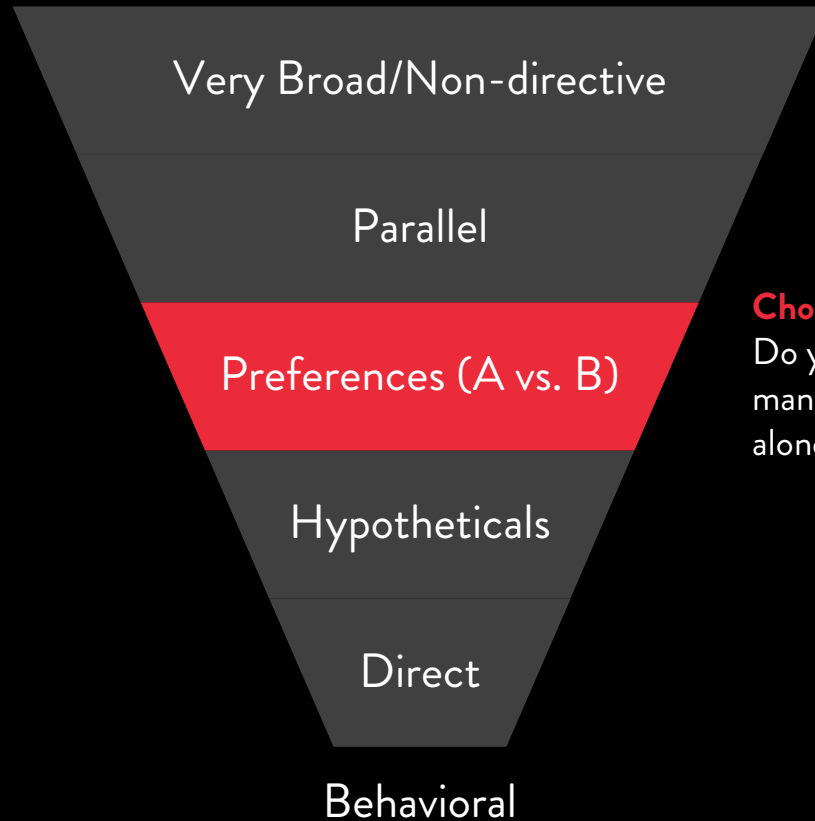
Describe the  
perfect job for you?

# STRATEGIC QUESTIONS



**Positive & Negatives.**  
What are your strengths & opportunities for development?

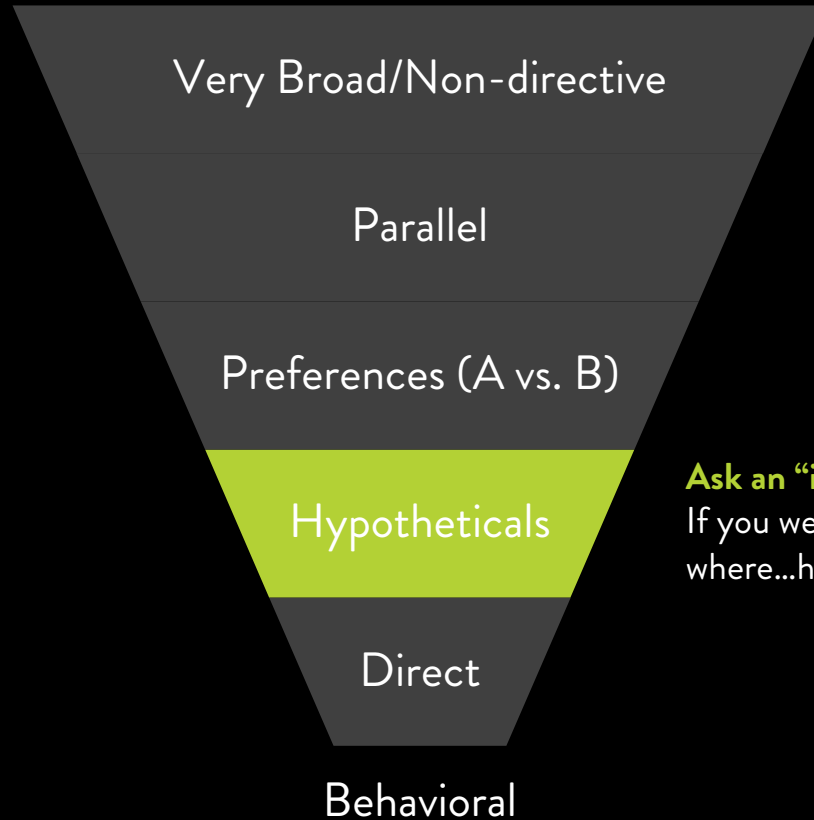
# STRATEGIC QUESTIONS



**Choose between A & B.**

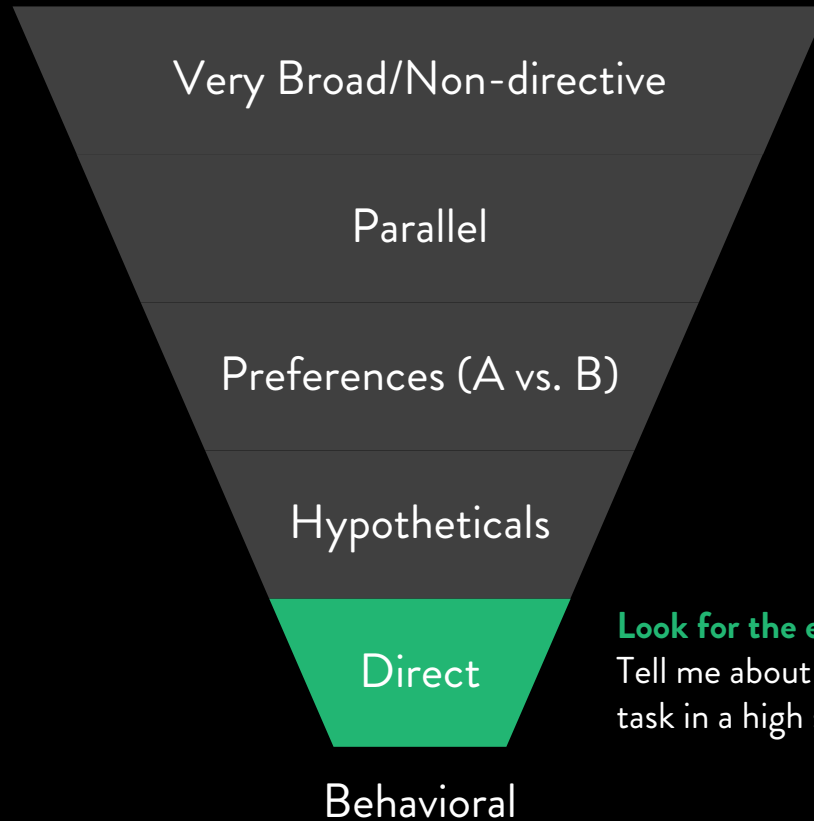
Do you prefer a “micro-manager” or one who leaves you alone? And why?

# STRATEGIC QUESTIONS



**Ask an “if” question.**  
If you were in a situation  
where...how would you handle it?

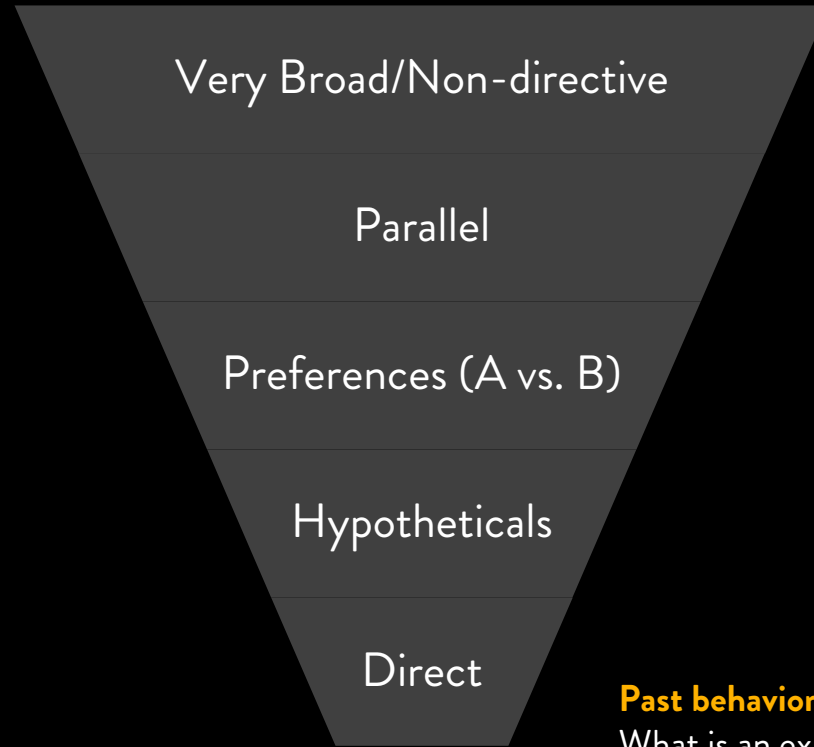
# STRATEGIC QUESTIONS



**Look for the exact answer.**

Tell me about your ability to multi-task in a high stress environment.

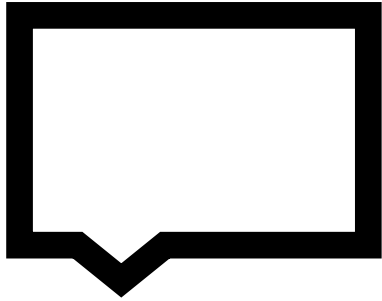
# STRATEGIC QUESTIONS



**Behavioral**

**Past behavior to predict future success.**

What is an example of a strategy or an idea you developed that was a real game changer?



A moment on why

**PROBING SO  
IMPORTANT**

# ICEBERG THEORY

**SKILLS  
KNOWLEDGE**

Easier to identify in an interview AND to develop

**SEA  
LEVEL**

---

**COMMUNICATIVE  
ANALYTICAL  
STRATEGIC  
INNOVATIVE**

More difficult to identify in an interview AND to develop






# THE RULE OF 3: GETTING TO THE HEART OF THE MATTER

It typically takes at least 3 levels of questions to move from safe answers to more revealing/meaningful ones.


Answers you receive hold the clue to the next question.

Don't stop at level one.


# PROBING




Probing helps you get to the “how” and “why” of a behavioral response.



It digs deeper to uncover the proof point and full context.



It also allows you to reconsider the candidate after your first impression.

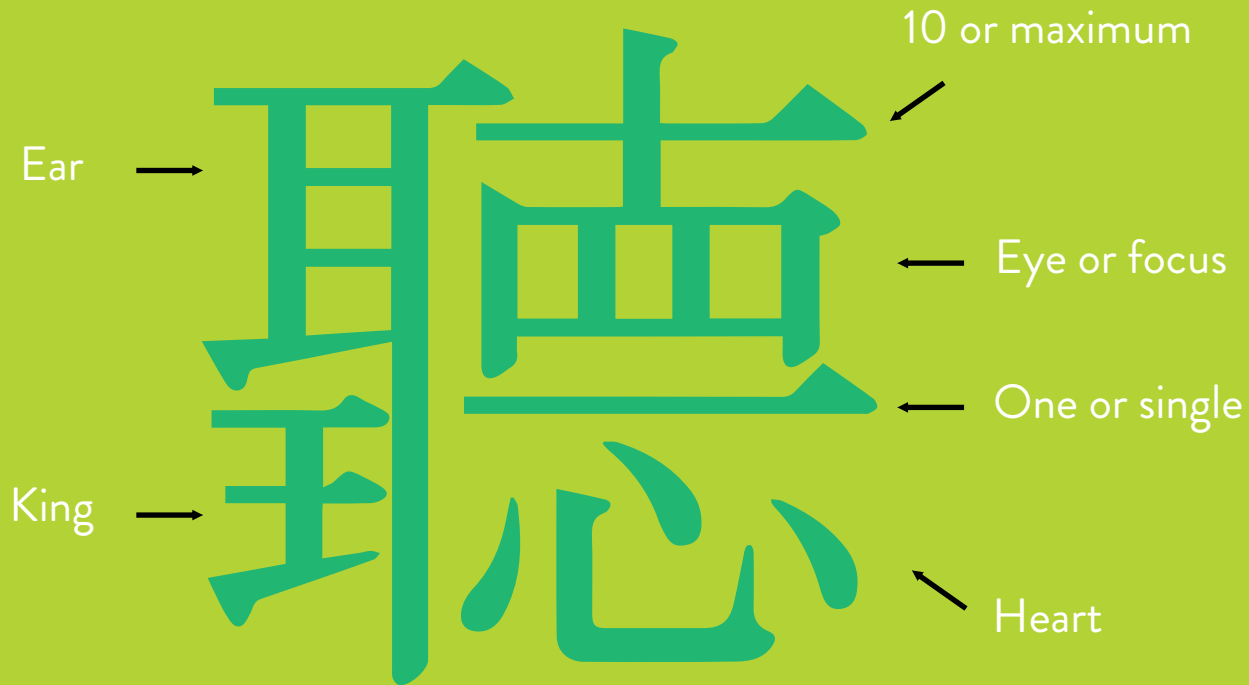


As you probe you can uncover the total picture of the candidate and their experience.

None of this matters if you're not

**ACTIVELY  
LISTENING TO  
THE ANSWERS**

# CHINESE CHARACTER FOR LISTENING



# LISTENING

**PASSIVE.**

Hearing words

**ACTIVE.**

Showing up fully

**CONTEXTUAL.**

Observing  
other cues

# HOW TO ACTIVELY LISTEN IN A REMOTE ENVIRONMENT

- Put your tech away
- Disable notifications on your desktop/minimize other windows
- Maintain good posture and “eye contact”
- Give signals of engagement throughout
- Take brief notes

# A MODEL INTERVIEW

80%  
THEM

Introduction (Interviewer)  
Reception  
Introduction  
Purpose/Explanation of Role  
Set Expectations  
Ask Questions  
Close  
In-depth Interview (Candidate)

20%  
US

Summary (Interviewer)  
Selling the Company  
Selling the Position  
Candidate's Questions  
Close  
Post-assessment (Interviewer)

# TEAM ASSIGNMENTS

Now assign each interviewer a set of questions.

INTERVIEWER	FOCUS AREA	BEHAVIORAL QUESTIONS TO ASK	COMPETENCY GUIDE
Jon	Organized	What was an example of a project you worked on with many parts, and how did you manage to organize your work in that environment?	
Tamarah	Positivity	Share a failure for me, and talk about how you worked through that with yourself and your team.	



# TEAM ASSIGNMENTS

At the end, make sure the interviewers know what they are looking for from the answers

INTERVIEWER	FOCUS AREA	BEHAVIORAL QUESTIONS TO ASK	COMPETENCY GUIDE	DID YOU SEE IT?
Jon	Organized	What was an example of a project you worked on with many parts, and how did you manage to organize your work in that environment?	<ul style="list-style-type: none"><li>• Keeps detailed progress trackers</li><li>• Updates status in clearly understandable ways</li></ul>	Yes 9/10 Comments/Notes
Tamarah	Positivity	Share a failure for me, and talk about how you worked through that with yourself and your team.	<ul style="list-style-type: none"><li>• Always highlighting progress made</li><li>• Believes in others</li><li>• First, seeks to understand</li></ul>	Yes 8/10 Comments/Notes



# HOW TO SCORE

You can use a simple Likert scale to rate someone's quality of answers.

Or you can use a tally method, and simply identify the number of behaviors you need to see overall to advance the candidate to the next round (if there are 10 behaviors you are looking for, you may decide you need to see 6 to advance or 8, or 4)

# THE NEW AGENCY WAY

Create a  
Consistent  
Evaluation  
Tool

Select &  
Prep the  
Interview  
Team

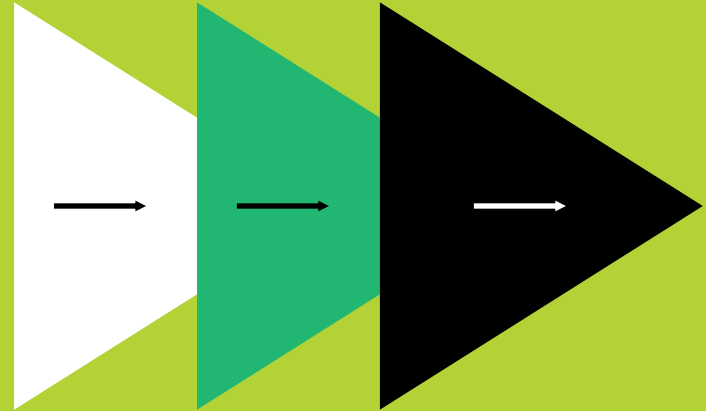
Make  
Quicker  
Decisions

# YOUR ROLE

Determine the hiring hierarchy - who has and makes the final call.

Commit to standing behind the call once made. As soon as you second-guess, the hiring manager loses credibility

**YOUR ROLE /  
TEAM'S ROLE:  
CREATE & FOLLOW  
THE PROCESS**



# LOGISTICAL CONSIDERATIONS TO ENSURE SPEED IN THE SYSTEM

01

---

Determine a process for number of interviewers (3 first round, 2 second round, 1 third round).

02

---

Define a pass/go system - each interviewer should score the candidate. If the total score doesn't equal X, the candidate is passed.

03

---

Create a timeframe - each interviewer must respond with a score to the hiring manager within 24 hours, and the manager must make a call within 12 or receiving the input.

# TIPS FOR SPEED



---

Follow your evaluation system!



---

Consider who else needs to be made aware of the hire



---

Pre-populate and templatize offer letters



---

Ensure budget approval



---

Prepare any counter offers and negotiations you're willing to engage in and get approval in advance so there is no delay in going back to the candidate

# A FEW KEY THINGS TO REMEMBER



# WE CAN'T COVER THIS IN DEPTH, BUT YOU SHOULD KNOW

01

Culture is  
**SUPREME**  
important in hiring

02

Culture is king  
but don't hire for  
"fit" please

03

Put diversity front  
and center

04

Location confines;  
you may not  
need it anymore

# KEY TAKEAWAYS



Create a consistent  
evaluation tool



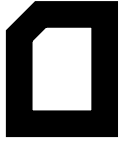
Select and Prepare  
your team with  
behavioral anchors  
and questions



Make quick decisions  
with a clear hiring  
decision hierarchy

Q & A





# COMPETENCY DEFINITION & EVALUATION SYSTEMS

You can do these yourselves, but we also manage these culturally sensitive, but business impactful developments through our Mind & Moxie partners. If you're interested in consulting on the process, contact us.



## JACQUELINE LEAMER

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Strong Training + Coaching partner  
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#StrongPro



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